

A Work Project, presented as part of the requirements for the Award of a Master Degree in Management from the NOVA – School of Business and Economics.

“THE NEXT BIG BUSINESS OPPORTUNITY FOR NATIONAL GEOGRAPHIC
IBERIA: **Marketing Communications Plan**”

APPENDIX

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Appendix 1. Behavioural Sequence Model (BSM) for the Target Audience

1.1 BSM for Millennial

Data Inputs	(1) What (decision stages)				
	Need arousal	Information search and evaluation	Purchase	Usage	Post Usage Feedback
(2) WHO (Roles)	Self, friends, family as initiators and influencers NGE as initiator	Self, friends, family as influencers	Self and friends as deciders and purchasers	Self and group of friends as users	Self, group of friends as users
(3) WHERE (Location)	Home, work, social occasion, store	Website Facebook TripAdvisor Store	Website Store	NGE store	Website, Social Media, review sites, home, office, store (almost anywhere)
(4) WHEN (Time and timing)	Anytime	Anytime after need arousal	Short-time after selection	Weeks after	Anytime after experience
(5) HOW (Description)	Search for leisure activities, conversation with friends, see adverts	Look into website, social media and review websites	Look into website and explore discounts and vouchers Buy at the store	Usage through group activity	Feedback on social media channels

1.2 BSM for Schools

Data Inputs	(1) What (decision stages)				
	Need arousal	Information search and evaluation	Purchase	Usage	Post Usage Feedback
(2) WHO (Roles)	School professors/organizers as initiators and influencers NGE as initiators	School personnel for extra curricular activities as influencers and deciders	Parents as deciders and purchasers	Kids as main users	School staff and parents as influencers and kids as users
(3) WHERE (Location)	Media exposure situation Social occasion Store	Website Facebook TripAdvisor Store	Website Store	NGE store	Website, Social Media, review sites, home, school store (almost anywhere)
(4) WHEN (Time and timing)	During school periods	Anytime immediately after need arousal (taking longer to evaluate)	May take weeks to organize with school board and parents	Short-time (weeks) after authorization	Anytime after experience
(5) HOW (Description)	Schools hears about this innovative activity for collaborators and learns about its benefits Benchmark with other schools, sees adverts	Look into website and explore capacity, group discounts and educational content (may directly contact NGE)	Look into website and explore discounts and vouchers Contact the Center	Usage through school activity	Feedback on social media channels

1.3 BSM for Companies

Data Inputs	(1) What (decision stages)
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	Need arousal	Information search and evaluation	Purchase	Usage	Post Usage Feedback
(2) WHO (Roles)	Companies HR department as initiators and influencers NGE as initiators	HR department as influencers and deciders	Company and/or collaborators as deciders and purchasers	Collaborators as users	Collaborators and organizers as users and influencers
(3) WHERE (Location)	Media exposure situation Social occasion Store	Website Facebook TripAdvisor Store	Website Store	NGE store	Website, Social Media, review sites, home, office, store (almost anywhere)
(4) WHEN (Time and timing)	Before recruitment processes (March/September) During all year (for teambuilding)	Anytime after need arousal (taking longer to evaluate)	May take weeks to organize with HR department	Short-time (weeks) after organized	Anytime after experience
(5) HOW (Description)	HR department hears about this innovative activity for collaborators and learns about its benefits Benchmark with other companies, sees adverts	Look into website and explore capacity, group discounts and educational content (may directly contact NGE)	Look into website and explore discounts and vouchers Contact the Center	Usage as recruitment and/or teambuilding activity	Feedback on social media channels

Appendix 2. Positioning Statement for Secondary Target Audience

2.1 Campaign Positioning Statement for Schools

To NCUs and OBSs within private schools NGE is a differentiated brand of edutainment (with the service-as-hero) that offers the most didactic and instructive activities on the market. NG has a unique retail format, in a central area, which combines leisure activities with adaptive education components making the learning for students a more easy and fun process. NGE is able to provide this due to (1) its **partnerships** with expertise companies and Escape designers that make the most fun and interactive challenges to students while having adapted components to the schools programs, and (2) to its service attendance with qualified staff to entertain students. It will be used an **attribute-to-benefit** approach focus on the benefits (learning opportunity while having fun) inherent to the room's attributes that fit the school needs. **The advertisements should:** emphasize the educational and entertainment content of the theme offers, mention the three packages NGE

offers that can be complemented with side entertainment activities provided by NGE's qualified staff and the rooms capacity.

2.2 Campaign Positioning Statement for Companies

To NCUs and OBSs within modern companies, NGE is a differentiated brand **that provides** innovative and effective teambuilding and recruitment activities (with the service-as-hero), **by having** high tech rooms with challenging activities that tests individual's teamwork and soft skills, complemented with a unique quality retail service, in a central location, that provides a complete evaluation in a relax and fun networking environment. This is because NGE (1) has partnerships with technology expertise companies as well as escape designers and other complementary services making EG an exciting experience, (2) benefits from brand association with a high reputable brand, and (3) offers customize packages that can adapt to companies' needs. It is used an attribute-to-benefit approach focus on the benefits (evaluation of soft skills/strengthen relationships/cooperation) inherent to the room's attributes that fit the companies' needs. **The advertisements should:** emphasize the use of high-tech in rooms, mention the different offers NGE provides with coffee break in a private rooms and video content, and the room's capacity.

Appendix 3. Creative Brief for Campaigns

3.1 Creative Brief for Millennials

1. Target Audience:

- Geographic: city area where NGE store is located
- Awareness, Attitude and Behavior criteria: NCU (new category users) and OBS's (Other Brand Switcher's)
- Psychographic criteria: sociable young people who are active during their free time

2. Media Selection:

- Television: FOX and National Geographic channels, impact scheduling
- Magazine Ads: National Geographic
- Radio
- Website

- Facebook and Instagram Advertisement: Banners

3. Marketing objectives & Action objectives

- Generate trial of NGE
- Educate the population about EG

4. Communication Objectives

- Category Need: create the category need for challenging group activities in a logical, educative and fun way.
- Brand Awareness: National Geographic is already an international recognized brand in Portugal and Spain however, there is a need to increase and maintain brand recall and brand recognition among campaign-targeted audience and among the Escape Games category users
- Attitude: set a favorable attitude by presenting to the target-audience a fun, exciting and challenging experience
- Brand Purchase Intention: generate
- Brand Purchase Facilitation: inform target-audience about location, opening hours, offers available, payment method and the capacity

5. Positioning Statement for campaign

- To: NCUs and OBSs within millennial who are seeking for intellectual challenging and fun group activities;
- NGE offers: an EG activity with high tech rooms that create an engaging storyline in a realistic scenarios. Focus on Attribute to Benefit;
- The campaign should:
 - Emphasize the use of high tech on the escape rooms design that makes the challenges more immersive and exciting, making the experience more fun;
 - Must mention some of the services NG Experience offers: escape games, after-experience room, coffee shops, merchandising store, explorer area, and study place;
 - Communication should also focus on educating the target audience about the EG activities so consumers will identify better the benefits, thus creating a positive attitude;
 - Omit premium price, as the younger segment is quite price-sensitive.

Desired consumer response: EG becomes a popular leisure activity between the target-audience and NGE seen as a trendy, cool place.

6. Mandatories

Show a sneak peek of the rooms, mention the use of high tech such as VR; highlight the attributes of the rooms and EG benefits;

Emphasize fun and challenging activity for groups; mention capacity of the rooms;

Generate customer relationship.

3.2 Creative Brief for Schools

1. Target Audience:

- Geographic: city area where NGE store is located

- Awareness, Attitude and Behavior criteria: NCU (new category users)
- Psychographic criteria: private schools that look for alternative and innovative teaching methods

2. Media Selection:

- Website
- Facebook and Instagram Advertisement: Banners

3. Marketing objectives & Action objectives

- Generate trial of NGE
- Educate the target about EG

4. Communication Objectives

- Category Need: create the category need for edutainment activities
- Brand Awareness: increase and maintain brand recall and brand recognition among the target
- Attitude: set a favorable attitude by presenting to the target-audience a fun, different and didactive experience
- Brand Purchase Intention: generate
- Brand Purchase Facilitation: inform target-audience about location, opening hours, offers available, payment method and room's capacity

5. Positioning Statement for campaign

- To: NCUs within schools who are seeking for edutainment activities to provide different and exciting teaching methods;
- NGE offers: the most entertaining and didactive activity present in the market for students. Focus on Attribute to Benefit;
- The campaign should:
 - Emphasize the educational and entertainment content of the theme offers;
 - Must mention some of the services NG Experience offers: entertainment activities provided by NGE's qualified staff;
 - Communication should also focus on educating the target audience about the EG activities so consumers will identify better the benefits, thus creating a positive attitude;
 - Omit premium price, as overall target is quite price-sensitive regarding leisure activities.

Desired consumer response: EG becomes a popular edutainment activity among schools and educational institutions.

6. Mandatories

Emphasize the experience's didactive component; mention capacity of the rooms;

3.3 Creative Brief for Companies

1. Target Audience:

- Geographic: city area where NGE store is located

- Awareness, Attitude and Behavior criteria: NCU (new category users) and OBS's (Other Brand Switcher's)
- Psychographic criteria: modern entities looking for alternative and effective recruitment processes, and to provide collaborators a fun, relaxing environment

2. Media Selection:

- Website
- Facebook and Instagram Advertisement: Banners

3. Marketing objectives & Action objectives

- Generate trial of NGE
- Educate the population about EG

4. Communication Objectives

- Category Need: create the category need for challenging group activities in a logical, exciting and fun way.
- Brand Awareness: increase and maintain brand recall and brand recognition among campaign-targeted audience
- Attitude: set a favorable attitude by presenting the target-audience a challenging and interactive teambuilding activity
- Brand Purchase Intention: generate
- Brand Purchase Facilitation: inform target-audience about location, opening hours, offers available, payment method and room's capacity

5. Positioning Statement for campaign

- To: NCUs and OBSs within modern companies who are seeking for intellectual and challenging group activities;
- NGE offers: a teambuilding activity with high tech rooms that provide challenges to evaluate team spirit as well as other soft skills. Focus on Attribute to Benefit;
- The campaign should:
 - Emphasize the use of high tech rooms with challenging activities in realistic scenarios;
 - Must mention the different offers NGE provides with coffee break in a private rooms and video content, and the room's capacity.;
 - Communication should also focus on educating the target audience about the EG activities so consumers will identify better the benefits, thus creating a positive attitude;

Desired consumer response: EG becomes a popular leisure activity within institutions teambuilding activities and recruitment processes

6. Mandatories


Emphasize the experience's team challenge component; mention capacity of the rooms;

Appendix 4. Creative Idea for the Launching Campaign

At this stage the creative idea will be focus on the store's opening event. The pre launch campaign is a sneak peek of what the NGE will be about, that arouses the consumer's' curiosity while involving them, as the main objective is to create engagement between the potential customers and the concept before it is released. Thus, the campaign is a sequence of riddles to find the final answer – the opening of a National Geographic Experience. It is a local interactive campaign that prompts people's curiosity to find out what is the hidden message. Firstly people see the riddles in the TV, social media and listen in radio and then are redirected to NG's Facebook page to answer it and advance in the sequence. In order to get the people's attention, the advertisement needs to look mysterious, with simple yet captivated challenges so people are tempted to try it. Incentives that can be added to drive people's participation are tickets for the opening of the NG Experience. The ultimate goal is to turn it into a viral entertaining campaign, reaching a lot of enthusiastic participants that are enjoying the challenges and eager to find out the final answer.

The pre launch campaign will then be divided into two stages. The first is the pre-opening event that will take place once the mystery is unveiled and the winners are known. Prominent personalities of multiple fields from science, tech to comedy or TV channels will be present to have a first-hand experience in the NGE. There will be entertaining speakers and performances to create a welcoming, friendly environment. In addition, reporters will be shooting flash interviews to guests about their response on the NGE. Later on it will be display on Fox channels (Fox, Fox Comedy, Fox Life), Facebook (in the NG facebook page with a new tab for NGE), Instagram and Youtube as an event recap video to increase brand awareness and boost potential targets motivation. Then the official opening for the public will occur right after the pre-opening. People will be able to do pre-reservations after the end of the contest. NGE will also capture images and videos to share it on social media.

Appendix 5. Rossiter-Percy-Bellman Grid

		Type of Motivation	
		Informational (Negative Motives)	Transformational (Positive Motives)
Type of Decision	Low Involvement		
	High Involvement		

Appendix 6. Media Selection

Primary Media	
Owned media	<ul style="list-style-type: none"> • FOX TV chain channels and NG magazines (display of ads) • NGE Micro-website (channel for clients to buy their tickets) • Social media profiles • E-mails (newsletters)
Paid media	<ul style="list-style-type: none"> • Google adwords (generate leads for the company website) • Facebook (sponsored page to promote NGE page – display ads in consumers feed)
Earned media	<ul style="list-style-type: none"> • Facebook (user-generated content such as visitors sharing pictures, ratings and reviews) • TripAdvisor (ratings and reviews)

Secondary Media	
Owned media	<ul style="list-style-type: none"> • Explorer area
Paid media	<ul style="list-style-type: none"> • Events • Radio
Earned media	<ul style="list-style-type: none"> • PR (i.e.: invitation of Youtubers and bloggers in exchange for reviews in their profile pages)

Appendix 7. Media Budget

			0*	1	2**	3***	4	5***
Portugal	NGE Lisbon	Launching	110 000 €	- €			- €	
		On Going		106 192 €	142 750 €	142 794 €	138 154 €	148 190 €
		TOTAL	110 000 €	106 192 €	142 750 €	142 794 €	138 154 €	148 190 €
	EE Porto	Launching	88 000 €	- €	- €	- €	- €	- €
		On Going	- €	84 954 €	114 200 €	114 235 €	110 523 €	118 552 €
		TOTAL	88 000 €	84 954 €	114 200 €	114 235 €	110 523 €	118 552 €
Spain	NGE Madrid	Launching						
		Owned Media	70 000 €					
		Paid Media	150 000 €					
		On Going		114 591 €	155 544 €	158 671 €	154 354 €	166 954 €
		TOTAL	220 000 €	114 591 €	155 544 €	158 671 €	154 354 €	166 954 €
	NGE Barcelona	Launching						
		Owned Media	70 000 €					
		Paid Media	150 000 €					
		On Going		112 239 €	152 979 €	154 837 €	150 917 €	162 820 €
		TOTAL	220 000 €	112 239 €	152 979 €	154 837 €	150 917 €	162 820 €
			*Launching		**+1 Room		*** Renew	

Appendix 8. Media Budget Split

8.1 Media Split when launching NGE's Flagship Store

Marketing Channels	%
TV + Radio + Magazine	30%
Micro-Website Design	2%
SEO & other ads optimization tools	25%
Social Media and Email Content	28%
Launching event & Video Content	10%
Other	5%

8.2 Annual On-going Marketing Media Split

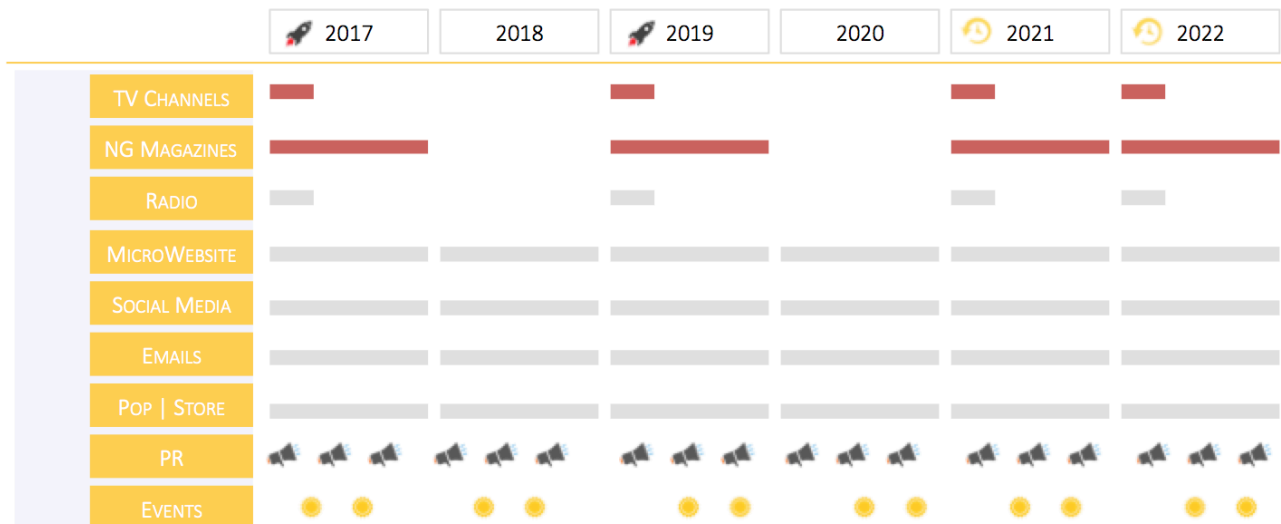
Marketing Channels	%
SEO & other ads optimization	35%

tools	
Social Media and Email	30%
Content	
Events	20%
POP	10%
Other	5%



8.3 Media Split when launching new rooms/themes

Marketing Channels	%
TV + Radio + Magazine	10%
SEO & other ads optimization tools	35%
Social Media and Email	30%
Content	
Events	15%
POP	2%
Launching event & Video	8%
Content	

Appendix 9. Communication Strategy Chronogram for a Flagship Store*



Legend:

 Launch NGE's store (2017) and new room (2019)
  Renovation of the room's themes